

COOP Plan

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EXECUTIVE SUMMARY

This document constitutes the Continuity of Operations Planning (COOP) for Youth Services (YS) of the Department of Public Safety and Corrections for the State of Louisiana.

This COOP plan centers on maintaining the viability of Central Office functions to support statewide agency activities if operations must be discontinued from its current location in Baton Rouge. Those events could be natural or man-made.

This plan will affect, at a minimum, the 90 (ninety) employees assigned to Central Office in Baton Rouge for a period of up to 30 days.

INTRODUCTION / PURPOSE

A COOP plan provides for the continuation of basic services required to be delivered by the agency in a given situation.

Every service, except those provided by Central Office, is replicated at multiple locations around the state. In the unlikely but possible event that would cause or require Central Office to be evacuated, relocated or reconstituted, a plan to continue the most fundamental of services and support to the rest of the state is highly desirable.

The continuance of essential functions to direct and support YS operations state-wide is essential, regardless of the physical impairment to Central Office or any of its programs.

APPLICABILITY AND SCOPE

In general, the following procedures are to be followed in the execution of the Youth Services Central Office COOP. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the affected facilities, regional offices, staff and youth. This Plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this plan is implemented depends on the type and magnitude of the events or threats thereof.

ESSENTIAL FUNCTIONS

Executive Staff:

Day-to-day Operational Control
Administrative Decision Making
Logistics

Fiscal Operations:

Disbursements
Purchasing
Contracts

Human Resources:

Employment Status (Hiring, Terminations, Critical Updates)
Payroll

Information Technology:

PC Support
LAN Support
WAN Support

Administrative Support:

Reports / Information

Facility Services Support (FP&C):

Facility Maintenance
Food Service
Security

Legal Services

Youth Intake / Transfer Approval

CONCEPT OF OPERATIONS

PHASE I – ACTIVATION & RELOCATION

1. ALERT AND NOTIFICATION PROCEDURES

- a. Youth Services (YS) Central Office notification process for COOP activation should, if necessary, allow for a smooth transition of the essential functions and essential staff to an alternate facility to continue the execution of mission essential functions across a wide range of potential emergencies. Notification may be in the form of:
 - 1) A COOP alert to the mission essential and other Central Office personnel that relocation is imminent.
 - 2) An announcement of a YS Central Office COOP activation that directs the Emergency Management Team to report to an assembly site or a designated alternate relocation point (ARP), and provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated ARP. Instructions to the Emergency Operational Team to report for departure and relocation to a designated ARP, when selected and prepared, and instructions to non-essential employees.
- b. Upon determination of a COOP alert from the Deputy Secretary, or a designated successor, the Emergency Planning Coordinator is notified, who, in turn, notify the emergency Management Team (EMT) and Emergency Operations Team (EOT) using their internal telephone notification cascades or via personal contact, telephone, cell phone, active email, radio or TV broadcasts, or a combination thereof. Verbal communication of receipt is required.
- c. In addition to “b.” above, the YS Information Technology Director will post to the YS website (www.oyd.louisiana.gov) notification of the move along with emergency contact numbers, including the cell phone number of the YS Central Office Duty Officer. Other information, as identified by the Deputy Secretary, such as instructions to employees or other parties, i.e. courts, law enforcement, or parents, will be posted on the website as appropriate.
- d. The YS Central Office notifies the appropriate GOHSEP Emergency Operations Center representative and member of the Louisiana Governor’s staff that an emergency relocation of YS Central Office is anticipated or is in progress. The Communications Director shall begin drafting a statement for the Deputy Secretary’s review.

2. INITIAL ACTIONS – ACTIVATION

Based on the situation and circumstance of the event, the YS Central Office will evaluate the capability and capacity levels required to support the current mission essential functions and, as necessary, select an appropriate Alternative Relocation Point (ARP).

- a. The Deputy Secretary directs the immediate deployment of the Emergency Management Team and Emergency Operations Team to an assembly site or a designated ARP.
- b. The Chief of Operations, Emergency Planning Coordinator and Information Technology Director coordinate the immediate deployment of the Emergency Management Team to an assembly site or the designated ARP.
- c. The Emergency Planning Coordinator notifies the designated ARP Facility Director to expect the relocation of the YS Central Office.
- d. The ARP Facility Director prepares the ARP for YS Central Office operations.
- e. The Emergency Planning Coordinator provides regular updates to the GOHSSSSEP / Governor's Office regarding ARP activation.
- f. The Emergency Planning Coordinator notifies the appropriate local/state Emergency Operations Center that an emergency relocation of the YS Central Office is anticipated or is in progress. The Communications Director submits the final press release to the Deputy Secretary for prior approval.
- g. EMT and EOT initiate their respective COOP notification cascade. After the cascades are complete, the results, including individuals not contacted, are reported to the Deputy Secretary.
- h. All EMT members who have established emergency response go bags ensure that they are complete, with current documents and equipment, and commence movement of the resources.
- i. Information Technology personnel shall assemble the remaining documents and other assets as required for the performance of mission essential functions and begin preparations for the movement of the resources.

3. DEPLOYMENT AND DEPARTURE PROCEDURES

The Deputy Secretary will determine allowances for partial pre-deployment of any mission essential functions, which are critical to operations, at the time the YS Central Office COOP activation is directed. This determination shall be based on the event or the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the ARP. Specific instructions will be provided at the time a deployment is ordered.

- a. Emergency Planning Coordinator: The Deputy Secretary directs the Emergency Planning Coordinator to begin deployment of the Emergency Management Team and Emergency Operational Team members to the ARP.
- b. Emergency Management Team: The Emergency Management Team (EMT) is directed by the Emergency Planning Coordinator to relocate to either a designated assembly site or an ARP. Team members should ensure that they have their emergency response go bags and their personal preparedness bags (refer to Annex E). These teams will most likely use privately owned vehicles for transportation to the designated facility after marshalling at a pre-determined assembly site. Specific instructions will be provided at the time of activation. At the time of notification, any available information regarding routes that will be used to depart the YS Central Office or other appropriate safety precautions shall be provided to staff.
- c. Emergency Operational Team: The Emergency Operational Team (EOT) is directed by the Emergency Planning Director to activate and immediately begin movement taking with them their emergency response go bags. This team will most likely use privately owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation. At the time of notification, any available information regarding routes that will be used to depart the YS Central Office or other appropriate safety precautions shall be provided to staff.
- d. Other Personnel: Other personnel present at YS Central Office at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information regarding routes that should be used to depart the YS Central Office or other appropriate safety precautions shall be provided to staff. During non-duty hours, other personnel will remain at their homes pending further guidance.

4. TRANSITION TO ALTERNATE OPERATIONS

- a. Following the activation of the YS Central Office COOP and establishment of communication links with the ARP Director and the Emergency

Management Team at an assembly site, the Deputy Secretary or his/her designated successor orders the cessation of operations at the YS Central Office.

- b. The Emergency Planning Coordinator notifies the appropriate GOHSEP / Governor's Office that an emergency relocation of YS Central Office is complete and provides contact numbers.
- c. As appropriate, press, news media, outside customers, vendors and other service providers are notified by the YS Communication's Director that the YS Central Office has been temporarily relocated.

5. SITE-SUPPORT RESPONSIBILITIES

Following notification that a relocation of the YS Central Office has been ordered or is in progress, the appropriate ARP Facility Director will implement YS Central Office COOP Site-Support Procedures. He/she will prepare for the activation of the YS Central Office COOP and to receive the Emergency Management Team within four (4) to six (6) hours and the Emergency Operations Team within eight (8) to ten (10) hours.

PHASE II – ALTERNATE OPERATIONS

1. EXECUTION OF MISSION ESSENTIAL FUNCTIONS

Upon activation, the Emergency Management Team (EMT) will begin providing support for the following functions:

- a. Monitor and assess the situation that required the relocation;
- b. Monitor the status of personnel and resources;
- c. Establish and maintain contact with the appropriate GOHSEP, Governor's Office or other designated person;
- d. Plan and prepare for the restoration of operations at the YS Central Office or other long-term facility.

2. ESTABLISHMENT OF COMMUNICATIONS

- a. The Information Technology Director will ensure all necessary and preplanned communications systems are established, adequate and functioning properly; and
- b. The ARP I.T. Assistant will service and correct any faulty or inadequate communications systems.

3. RELOCATION GROUP RESPONSIBILITIES

- a. Emergency Management Team Responsibilities: As soon as possible following their arrival at the designated ARP or pre-identified assembly site in a safe vicinity, members will begin providing support for the following functions:

Coordinate transition of the YS Central office mission essential functions from the Emergency Operational Team to the reconstituted YS Central Office or other long-term facility.

- b. Emergency Operations Team (EOT): As soon as possible following their arrival at the designated alternate facility, the Emergency Operational Team members will begin providing support for the following functions:
 - 1) The Chief of Operations will disseminate administrative and logistics information to the EOT upon arrival. This information should generally cover the operational procedures for the next 30 days. The EOT will be directed to the assigned temporary work locations.
 - 2) The EOT Staff will receive continual briefings and updates from the Deputy Secretary.

- 3) The EOT will perform the mission essential functions of the effected YS Central Office predetermined and prearranged through the efforts of the Emergency Management Group.

4. AUGMENTATION OF STAFF

- a. If it becomes evident that the EOT cannot ensure the continuous performance of mission essential functions, the EMT will determine the positions necessary to ensure the continuous performance of mission essential functions.
- b. The Chief of Operations will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.

5. AMPLIFICATION OF GUIDANCE TO ESSENTIAL AND NON-ESSENTIAL PERSONNEL

- a. The Undersecretary will develop an informative memorandum for dissemination to all YS Central Office employees regarding the duration of alternate operations, pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
- b. The Deputy Secretary will approve this memorandum and the Undersecretary will then distribute the document to the relocated personnel and the non-essential staff through appropriate media and other available sources, i.e. Youth Services website.

6. DEVELOPMENT OF PLANS AND SCHEDULES FOR RECONSTITUTION AND TERMINATION

- a. The Deputy Secretary or designee will develop Reconstitution and Termination Plans and Schedule to ensure an orderly transition of all Youth Services Central Office functions, personnel, equipment, and records from the temporary alternate location to a new or restored Central Office.
- b. The Deputy Secretary or designee will approve the plan and schedule prior to the cessation of operations.
- c. The Deputy Secretary or designee will oversee the Reconstitution and Termination process.

PHASE III – RECONSTITUTION AND TERMINATION

1. OVERVIEW

Within 24 hours of an emergency relocation, the Deputy Secretary and/or designees will initiate operations to salvage, restore, and recover the effected YS Central Office facility after the approval of the local, State, and Federal law enforcement and emergency services involved. Reconstitution procedures will commence when the Deputy Secretary and/or designees ascertain that the emergency has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation.

- a. Continue to perform mission essential functions at the ARP for up to 30 days.
- b. Begin an orderly return to the YS Central Office and reconstitute full operations.
- c. Begin to establish a reconstituted YS Central Office in some other facility in the State of Louisiana.

2. PROCEDURES

Upon a decision by the Deputy Secretary and the Executive Staff that the YS Central Office can be re-occupied or that, a different facility will be established as a new Central Office facility:

The Chief of Operations, Emergency Planning Coordinator and the Information Technology Director will oversee the orderly transition of all YS Central Office functions, personnel, equipment, and records from the ARP to a new or restored Central Office.

Prior to relocating back to the primary Central Office facility or another building, the Chief of Operations, the Emergency Planning Coordinator and the Information Technology Director will conduct appropriate security, safety and health assessments for suitability.

When necessary equipment and documents are in place at the new or restored Central Office facility, the staff remaining at the ARP will transfer mission essential functions and resume normal operations.

3. AFTER-ACTION REVIEW AND REMEDIAL ACTION PLAN

An After-Action Review information collection process will be initiated prior to the cessation of operations at the ARP. The information to be collected will, at a

minimum, include information from any employee working during the YS Central Office COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.

The information shall be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the YS Central Office COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

COOP Plan Review and Update Planning

Twice annually, the YS Central Office shall complete an operational scenario. The emphasis of the planned event shall focus on identifying needed improvements to the Disaster Recovery Plan; assure that key staff has a functional knowledge of the current plan and identifying needed changes to the plan.

- a. After each operation, members of the team, unit participants, and selected staff members shall meet to complete a post event report. The report shall document both positive findings and matters requiring attention. The Teams will update the plan to reflect the recommended inclusions. The revisions shall be completed, approved, and transmitted to Team members within 45 days of the post-event meeting.
- b. In March of each year, members of the Emergency Management Team and Emergency Operations Team shall meet to review the Plan. During the session, team members will participate in a small tabletop exercise. The intent is to prepare for hurricane season and to assure team members are prepared for potential emergency events. Updates to the plan shall be completed as a result of the exercise.

ANNEXES

ANNEX A: AUTHORITIES AND TEAM ROSTERS

The Deputy Secretary is lead authority for all divisions of Youth Services. The agency has designated two response teams. They are the Emergency Management Team and the Emergency Operations Team.

EMERGENCY MANAGEMENT TEAM (EMT)

Deputy Secretary Dr. Mary Livers
Undersecretary – James Bueche
Assistant Secretary – Prince Gray
Chief of Operations – Ellyn Peterson
Deputy Assistant Secretary – Philippe Maglorie
Deputy Assistant Secretary – Carolyn Lewis
Deputy Assistant Secretary – Michelle Smith
Deputy Undersecretary – Paula Roddy
Communications Director – Jerel Giarrusso
Emergency Planning Coordinator – Glenn Holt

EMERGENCY OPERATIONS TEAM (EOT)

Human Resources Director – Gwendolyn Jones
General Council – Martha Morgan
Information Technologies Director – Dawson Andrews
Director of Facilities – John Anderson
Facility Maintenance Director – Brad Ballard
Food Services Director – Alethea Bornes
Director of Treatment Services – Annette Arthur
Director of Community and Family Services – Marlyn Goins-McCants
Superintendent of Education – Kim Mims
Purchasing Director – John Fruge
Investigative Services – Louis Hyatt
All Facility Directors *

* Facility Directors shall remain with their facility and must maintain contact with the EMT during all evacuation events.

ANNEX B: OPERATIONS CHECKLIST

Refer to the Agency “EMERGENCY PROCEDURE GUIDE”

ANNEX C: ALTERNATE LOCATION/FACILITY INFORMATION**Phasing and Operations Relocation**

Forty-eight (48) hours in advance of a potential event all members of both the EMT & EOT shall be notified both electronically and by telephone that they are being placed in “on-call” status. Each member shall remain in contact with the Central Office or as directed by the Deputy Secretary. Communication shall be by confirmable e-mail or telephone.

Jetson Center for Youth (JCY) has been identified as the primary evacuation site for events which affect either Bridge City Center for Youth (BCCY) or Swanson Center for Youth (SCY).

For events affecting the southern and central portions of the State, Swanson Center for Youth in Monroe shall operate as the alternate relocation point (ARP). As a third option, critical operations staff shall relocate to regional offices within unaffected areas. Response action for natural and man-made events shall be categorized in one of three operations levels.

For each level as noted below, Operations Teams have been created to perform vital functions of the agency. Upon notice of activation each member shall prepare the predetermined “Emergency Response Go Kit” and ready themselves for relocation instruction updates from the Deputy Secretary, or the designee.

Level One Determination – Starts for EMT and EOT members 24-hours in advance of an anticipated event or upon notification from the Deputy Secretary. All EMT and EOT members shall report to the Central Office if after hours.

Level Two Determinations - Post event or non-forecastable events requiring relocation of specific essential functions from Central Office. Both EMT and EOT members shall travel with their Emergency Response Go kits to the predetermined/directed site. In the event state vehicles are not accessible, members shall use personal conveyance. Report time to the alternate relocation point (ARP) shall be as directed or 24-hours after the last contact from Central Office. Each shall carry clothing and supplies for a relocation of 1 to 3 days.

Level Three Determination – Each member shall prepare as referenced in Level Two except plan for longer relocation. The aftermath of the event shall require an undetermined extent of stay.

Alternate Relocation Points:

Site A (Primary) - Jetson Center for Youth

Site B (Secondary) - Swanson Center for Youth

Site C (Tertiary) - Designated Regional Office

Support Contacts: refer to attachment “A” or the Emergency Telephone Numbers listed in the Emergency Procedure Guide.

ANNEX D: MAPS AND EVACUATION ROUTES

Refer to the Agency “EMERGENCY PROCEDURE GUIDE”

ANNEX E: EMERGENCY EVACUATION – GO KIT

To prevent delays or loss of services for critical functions of the Central Office, operative members of the EMT and EOT shall prepare “Emergency Response Go Kits.” The Office of Juvenile Justice is divided into two operational groups. Offices and work areas of key staff from both groups shall be labeled for rapid identification and deployment. Work essential equipment and materials shall also be pre-identified. Every six months (May and November), a complete reassessment and re-identification of staffing, materials, and equipment required to achieve the group member’s essential function while relocated. Each of the EMT/EOT members shall identify, label and catalog all equipment and materials for relocations. After reassessment, each member shall transmit an updated listing of all reference items to the Emergency Planning Coordinator for updating of the Relocation Plan.

It shall be the responsibility of each relocating member of the EMT/EOT to develop and maintain a personal “Emergency Response Go Kit.” The kit should include personal effects for each individual to live/subsist at the relocation site. Each member should keep her/his response bag where it is readily accessible.

Emergency Response Go Kit

1. Flashlight
2. Three (3) day supply of clothes, both work and casual
3. Rain boots or a waterproof work type shoes/boots, i.e. hiking boots, police tactical boots, etc.
4. 3 Liters of water
5. Some type of energy bars, i.e. Cliff Bars, Quaker breakfast bar, power bar, etc.
6. Three MREs (distributed by OJJ, if available)
7. Pocket knife/Utility knife
8. Basic First aid Kit
9. Several pairs of moisture wicking socks
10. Rain gear
11. Pen and pad of paper
12. Personal hygiene items (toothpaste and toothbrush, shampoo, bar of soap, roll of toilet tissue and a bath towel)
13. Louisiana road map

EQUIPMENT AND MATERIAL RELOCATION

Computer Equipment – Personal Operational and Network

If time permits, EMT/EOT members may remove personal computer equipment. However, IT staff shall arrange for the relocation of any tagged equipment not removed after a Level Two determination.

Operational Materials and Equipment

EMT/EOT members shall tag all equipment and materials required for relocation. Each member shall clearly mark a floor plan and schedule of equipment/material, which identifies the locations of all essential materials and equipment.

After a Level Two Determination, the Emergency Planning Coordinator shall arrange for transportation and relocation of items identified which remains.

EQUIPMENT TAGGING PROGRAM

- ☐ EMT (**red**)
- ☐ EOT (**yellow**)

ANNEX F: DEFINITIONS AND ACRONYMS

GLOSSARY OF COOP TERMS

Active email - after receipt of email transmission, verbal communication of verification within 30 minutes.

After-action report - a narrative report that presents issues found during an incident or exercise along with recommendations on how those issues can be resolved.

Alternate relocation point (ARP) - an alternate work site that provides the capability to perform minimum essential departmental or jurisdictional functions until normal operations can be resumed.

Catastrophic event - an emergency event that renders a department's or jurisdiction's primary facility unusable for a sustained period of up to or exceeding 30 days.

Contingency staff/team - the personnel of the department or jurisdiction who are designated to report to the alternate facility during COOP implementation to ensure that the department or jurisdiction is able to perform its essential functions.

Continuity of Operations (COOP) - an internal effort within individual components of a government to ensure that capability exists to continue essential component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Emergency Operational Team (EOT) - the individuals, identified by position, within YS who are responsible for ensuring that essential functions are performed in an emergency and for taking action to facilitate that performance. This group will be divided in two sub-groups, Team A and Team B to allow for 24-hour operations, as necessary, during an event.

Emergency Management Team (EMT) - senior executive and administrative staff, designated by the Deputy Secretary, to form the core response planning during an event.

Emergency - a sudden, usually unexpected event that does, or could do, harm to people, resources, property, or the environment. Emergencies can range from localized events that affect a single office in a building, to human, natural, or technological events that damage, or threaten to damage, local operations. An emergency could cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the site to a new operating location environment.

Essential functions - those functions, stated or implied, YS is required to perform by statute or executive order or are otherwise necessary to provide vital services, maintain the safety and well being of agency staff and youth.

Essential operations - those operations, stated or implied, that YS is required to perform by statute or executive order or are otherwise deemed necessary.

Essential personnel - (Mission specific) staff of the department or jurisdiction that are needed for the performance of the organization's mission-essential functions.

Go kit - and easily transportable package of materials, technology, and vital records that can be taken by personnel departing for the alternate facility to ensure their ability to establish and maintain essential operations.

Interoperable communications - alternate communications that provide the capability to perform minimum essential departmental or jurisdictional functions, in conjunction with other agencies, until normal operations can be resumed.

Management plan - an operational guide that ensures the implementation, maintenance, and continued viability of the COOP plan.

Mitigation - any sustained action taken to reduce or eliminate the long-term risk to life and property from a hazard event.

Non-mission essential personnel - staff who are not required for the performance of the organization's mission-essential functions.

Order of succession - the order in which, and conditions under which, the responsibilities and authorities of a public official are passed to another official when the original holder of the responsibilities and authorities is unable or unavailable to exercise them.

Primary facility - the site of normal, day-to-day operations; the location where the employee usually goes to work.

Reconstitution - the resumption of non-emergency operations at a primary facility following emergency operations at an alternate facility.

Termination - actions taken to end operations at an alternate facility and prepare for returning to non-emergency operations at a primary facility.

Vital records and databases - records necessary to maintain the continuity of operations during an emergency, to recover full operations following an emergency, and to protect the legal rights and interest of citizens and the government. Two basic categories of vital records are emergency operating records and rights and interests records.